

Grievance Procedure	
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Definitions	
Grievance	A grievance is any feeling of discontentment by an employee for having been treated unfairly or having been wronged in respect of his/her work or work situation and which is brought to the attention of the employer through the grievance procedure.

I. SCOPE OF APPLICATION

- 1.1 This grievance policy shall be observed by all the direct employees of the EWT (permanent employees, fixed term contracts, interns, and temporary employees).

I. PURPOSE OF THE GRIEVANCE PROCEDURE

- 1.1 The purpose of the grievance procedure is to institute a process by which grievances can be resolved.
- 1.2 To encourage and facilitate joint problem-solving approaches to the resolution of grievances.
- 1.3 To protect employees against any form of inequitable treatment or victimisation.

2. OBJECTIVES

The key objectives of this policy are as follows:

- 2.1 To promote the management of fair employment practices;
- 2.2 To ensure that employees are treated with respect;
- 2.3 To support the efficient and orderly operation of the company from a behavioural perspective;
and
- 2.4 To promote certainty, consistency, and fairness in the management of employees.

3. PROCEDURE FOR ADDRESSING A GRIEVANCE

(Refer to the Flow chart in Annexure A on the grievance procedure)

3.1 Informal discussions.

- 3.1.1 An aggrieved employee must informally discuss their grievance first with the person who caused the grievance. The informal discussion must be facilitated by HR.

- 3.1.2 If the grievance is resolved, that concludes the grievance. The issue and outcome must be documented and signed off by all parties and filed with HR.
- 3.1.3 If the grievance is not resolved to the satisfaction of the aggrieved employee, it must be escalated to the line manager of the person who caused the grievance within three (3) working days after the first informal discussion between the aggrieved and the person who caused it. HR must be informed and consulted during this process. The line manager should liaise with the aggrieved person and try to resolve the issue with both parties, with HR input. If the grievance is resolved, that concludes the grievance. The issue and outcome should be documented and signed off by all parties and filed with HR.
- 3.1.4 If the grievance is with the line manager, it should automatically go to the next level up in the organisation hierarchy. The same process as above will then follow in terms of resolving the grievance.
- 3.1.5 If the informal discussions do not resolve the grievance, the grievance should be formalised.

3.2 The Formal Submission of Grievance

- 3.2.1 In the event of a grievance that remains unresolved informally, the aggrieved employee may, with or without the assistance of their direct line manager, within three (3) working days after the conclusion of the informal process outcome, lodge a formal grievance in writing (by completing the official grievance form) to the Human Resources Manager who will inform the executive of the alleged grievance.. The line manager of the aggrieved person must also be informed in writing at the same time.

The form must include the following:

- 3.2.2 Details (date, time, place, witnesses, and all other details) of the grievance and outcome sought.
- 3.2.3 Date of informal discussions.
- 3.2.4 Outcome of informal discussion/s.
- 3.2.5 Reasons for rejecting the outcome of the informal discussion/s.

Process

- 3.2.6 The HR Manager will arrange for the grievance to be chaired by an appropriate & competent manager. This should usually be chaired by a senior manager to whom neither the aggrieved nor the person who caused the alleged grievance reports.

- 3.2.7 The chair must convene a hearing to consider the matter as soon as possible, but no later than five (5) working days after the grievance has been lodged, unless a later date is agreed to by all parties.
- 3.2.8 The chair must obtain as much information as possible regarding the grievance through informal or formal investigation with both the aggrieved and the person against whom the grievance is held.
- 3.2.9 All concerned parties (including any witnesses) must be invited to attend the hearing.
- 3.2.10 In the hearing the chair must listen to the employee's grievance and encourage the employee to state their case in as much detail as possible.
- 3.2.11 The person against whom the grievance is lodged must be given the opportunity to respond to the allegations and any evidence.
- 3.2.12 Once the hearing is concluded, the HR manager must ensure that the aggrieved employee should receive a report from the Chair detailing the findings within three (3) days of receiving the chairperson's outcome. A copy of this document, together with the minutes and other relevant documentation, must be kept by the HR Department.
- 3.2.13 The outcome of the hearing should be discussed with the executive and fully recorded on the grievance form. Should any disciplinary action be recommended by the Chair, the Disciplinary process should be followed from this point with the input of the CEO or Head of Operations.
- 3.2.14 If the aggrieved employee is not satisfied with the outcome of the grievance hearing, they may, within three (3) working days of the report, refer the grievance to the next level of senior or executive management. A secondary hearing may be scheduled, and this decision will lie with the Head of Operations and the CEO collectively. The new hearing could be chaired by either an external or internally designated chair and scheduled as soon as possible after the Chair has been appointed. The use of an external Chair must be approved by the Head of Operations / CEO. Any delays due to schedules should be communicated to all parties.
- 3.2.15 Corrective actions will be implemented should the new chairperson find the grievance valid.
- 3.2.16 The suggested time limits mentioned above are to facilitate the prompt resolution of grievances. However, they are a guideline rather than a rule as it is not always possible to attend to such matters within a stipulated time limit.

4. RIGHTS OF EMPLOYEES

4.1 Employees have the following rights:

4.2 Right to be represented.

4.2.1 An employee has the right to be represented by a co-employee or assisted by a co-employee throughout the procedure for resolving a grievance.

4.2.2 An employee has a right to an interpreter throughout the grievance process.

4.3 Right to be heard.

4.3.1 ALL employees have the right to state their case.

4.4 Right to call witnesses

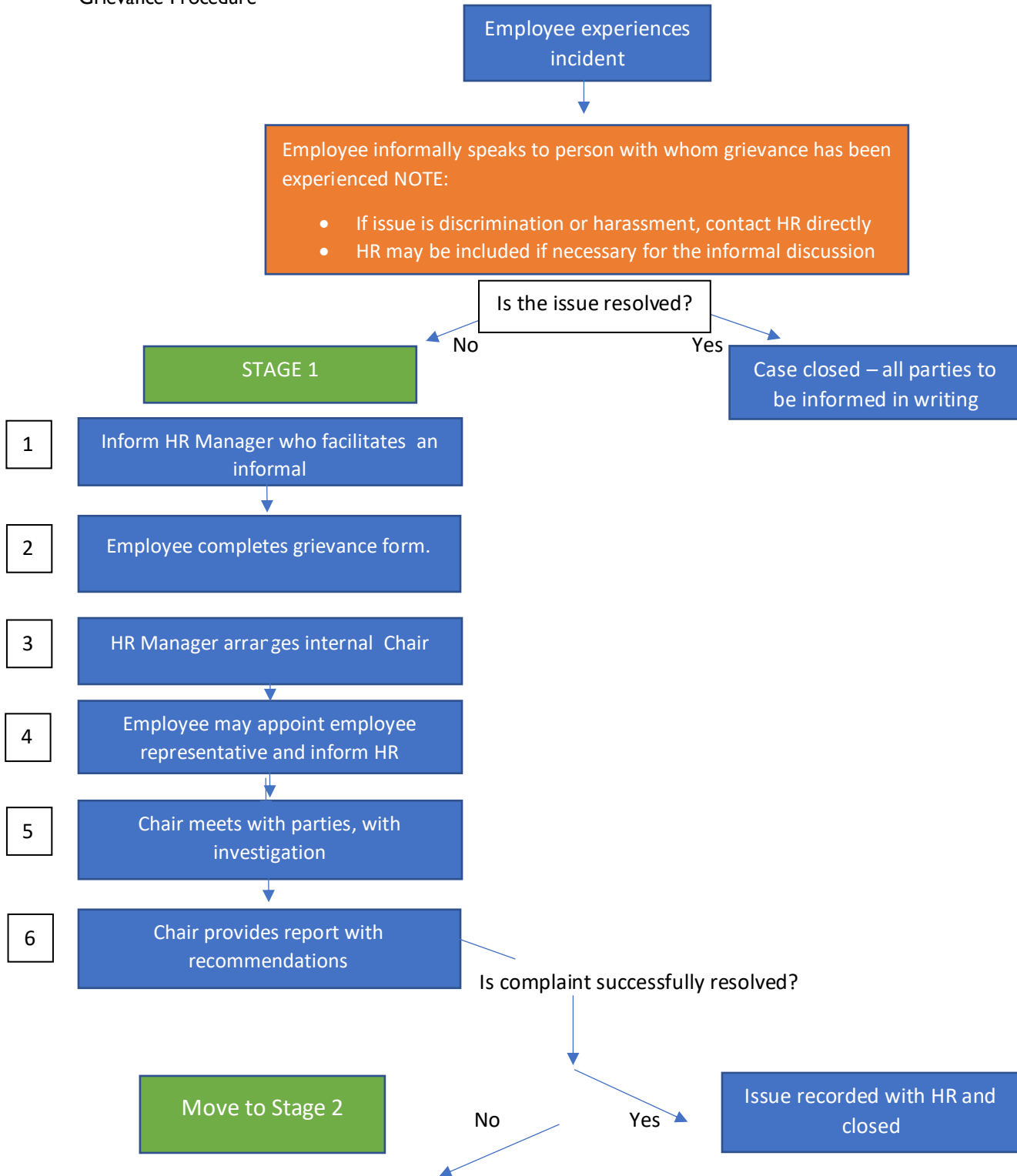
4.4.1 An employee has the right to call witnesses to substantiate their case or their defence. Any other party involved also has the right to call witnesses to substantiate their version of the case. Witnesses should agree to providing evidence in the hearing.

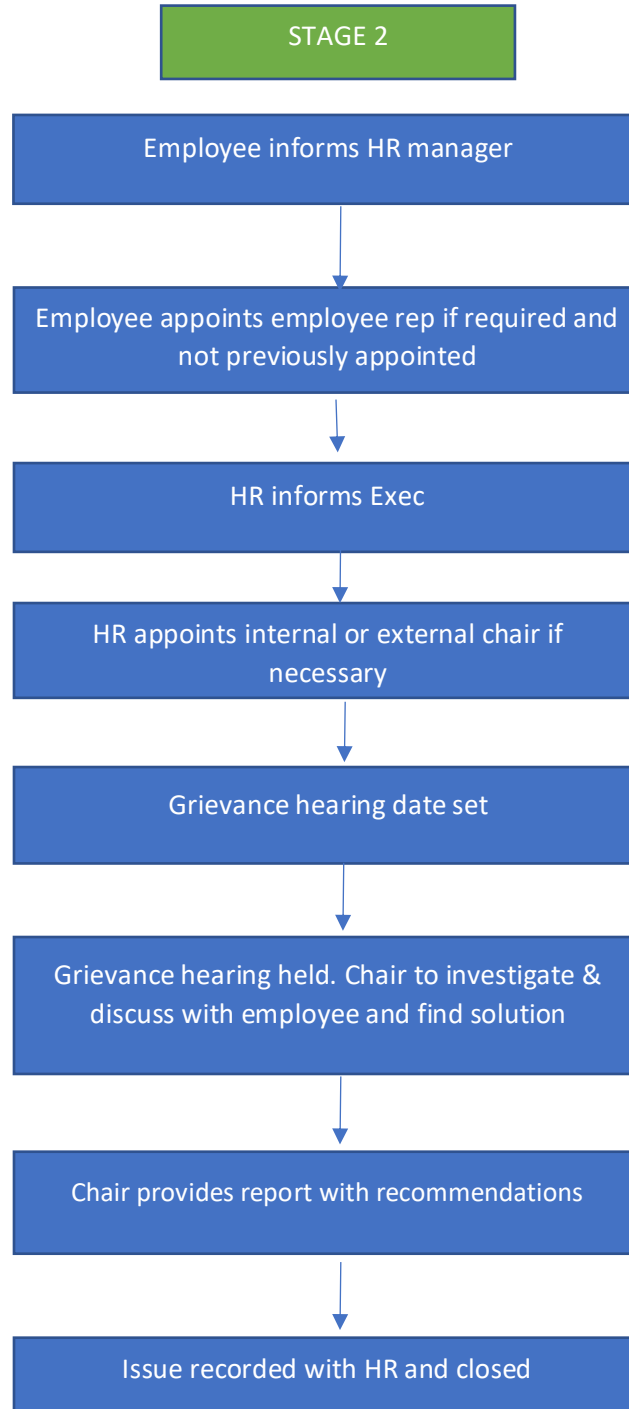
4.5 Right to re-examine and cross-examine witnesses.

4.5.1 An employee and their designated representative have the right to re-examine the witnesses and cross-examine the other party's witnesses.

Annexure A

Grievance Procedure







Annexure B

Grievance Form

Name of Employee _____

Programme / Department Name _____

Date _____

Brief description of the grievance (to be completed by the aggrieved employee)

Aggrieved person's desired outcome

Finding/decision at the first informal meeting

Reason for rejecting the outcome of the informal meeting



Findings from the formal procedure

Chairperson's Name _____

Signature _____

Date _____